

# Mombasa, Kenya

Urbis Capacity Building Plan  
for Mombasa, Kenya



# CONTENTS

<b>Executive Summary</b> .....	<b>2</b>
<b>Urbis Goals and Objectives</b> .....	<b>3</b>
<b>Urbis Diagnostic Summary for Mombasa, Kenya</b> .....	<b>6</b>
<b>Priority Urban Challenge(s) to be Addressed by PPO</b> .....	<b>7</b>
<b>Action Plan for Addressing Capacity Needs of PPO</b> .....	<b>9</b>
<b>Capacity Building Needs of the PPO</b> .....	<b>10</b>
<b>Summary Chart of the Urbis Capacity Building Plan—May 2008–May 2009</b> .....	<b>14</b>

## Executive Summary

Urbis's capacity building strategy in Mombasa aims to increase the participation of poor communities in decisions related to the government of Kenya's capital funding for poverty reduction, referred to as "devolved funds." These funds represent an important yet untapped opportunity to alleviate poverty. Despite legislation and regulations requiring public participation in setting priorities for and programming the use of these funds, the decision-making processes are in many cases opaque and may be open to patronage and favoritism. Furthermore, when staff members from the Development Innovations Group conducted a rapid assessment in November 2007, they found that many Kenyans were unaware that these funds even existed. Urbis seeks to unlock this opportunity by:

- Strengthening the capacity of non-governmental organizations (NGOs) and community-based organizations (CBOs) to empower urban, poor communities, through information, organization and technical support so they can fully exercise their rights with regards to the programming of devolved funds for poverty alleviation.
- Supporting collective stakeholder engagement with the Mombasa Municipal Council by helping to promote a stakeholders'

forum, enabling sustained interaction between slum dwellers, NGOs/CBOs, private sector and Municipal Council representatives.

DIG's initial implementation partner in Mombasa will be the NGO Kituo Cha Sheria, the oldest free legal advice center in Kenya, and Matrix Consulting Services, a Nairobi-based consulting firm. Initial efforts will focus on the Coast Development Lobby Group (CDLG). These partners have been selected based on their extensive experience working with urban poor communities and with locally elected leaders.

Since Urbis's initial Mombasa diagnostic in November 2007, Kenya has experienced politically instigated violence as a result of the presidential election results announced at the end of December 2007. Though the violence was centered in other parts of the country, Mombasa's communities remain somewhat fractured and vulnerable to these same forces. The December 2007 elections resulted in 28 of Mombasa's 32 local council members being newly elected. This change may pave the way for a closer relationship between local authority and Mombasa's urban poor communities.

After 12 months of Urbis activities in Mombasa, capacity building support should result in:

- Several NGOs and CBO partners empowering and developing the capacity of urban poor communities to actively engage in the programming of devolved funds, including developing community action plans that reflect their priorities for the use of the two main devolved funds—the Constituency Development Fund (CDF) and of the Local Authority Transfer Fund (LATF)—and other devolved funds for 2009/10.
- The Mombasa Municipal Council (councilors and officials), NGOs/CBOs, leading private sector employers and enterprises establishing a stakeholders' forum. This platform will provide a structured and mutually beneficial opportunity for residents and the private

sector to engage with the Municipal Council on a regular and sustained basis.

## Urbis Goals and Objectives

### Goal:

The Urbis program focuses on helping the Gates Foundation further develop its strategy for supporting urban poverty programs and mainstreaming community participation. The Urbis initiative will help the foundation better understand organizations working with the urban poor. Urbis will explore methods for building the capacity of particularly strong NGOs and CBOs by analyzing their capacity and increasing their voice and reach. Ultimately, Urbis will enhance the foundation's ability to promote and work with NGOs and CBOs working with the urban poor. Specifically, this program will assist the foundation's Special Initiatives team as it strives to engage and integrate the urban poor into their larger municipal communities' planning and development processes.

### Objectives:

- Identify innovative practices among NGOs that operate in the urban setting;
- Provide the foundation with a better idea of the goods and services that are being provided by these NGOs, with an emphasis on urban planning and development issues;
- Determine which methods of capacity building are most effective and useful for relevant urban-focused NGOs;
- Offer insights into the needs of the urban poor in cities of different sizes and political climates;
- Identify measures for helping poor urban populations increase their knowledge of and influence over the community decision-making and planning processes that affect their daily lives; and

- Lead to the creation of a “blueprint” (in the form of various learning reports and tools) to engage and integrate the urban poor into their larger municipal communities' planning and development processes.

### What is Urbis?

Urbis is a three-year learning initiative launched in September 2007 to strengthen organizations of the urban poor and increase their influence over the decision-making and planning processes that affect their daily lives. The program seeks to answer the following key questions:

- What types of institutions help the urban poor increase their ability to influence decision-making and planning processes that affect them?
- What types of institutions respond more effectively to targeted capacity building initiatives?
- What types of capacity building initiatives are effective in helping these organizations improve their ability to serve their constituencies in a streamlined and cost-effective manner?



- What roles do demographic and political contexts play in the success of capacity building efforts targeting these organizations?
- What are the factors for scale and replicability which enable Urbis to be taken to scale or replicated elsewhere?

By answering these questions, DIG will help practitioners in the field of urban poverty alleviation understand why some initiatives are more successful than others. We will do this by developing and testing methodologies that:

- Support the capacity and strategic growth of NGOs serving the urban poor, and
- Integrate the needs of the urban poor into planning and development processes.

### *Anticipated areas of Urbis Learning*

For each of the key questions of the Urbis program, the Urbis team, in coordination with the pro-poor partner organizations, has identified corresponding hypotheses. These hypotheses are useful to help identify and monitor the learning opportunities of Urbis. It is also hoped

that by having working hypotheses formulated, the Urbis team will be more apt to consistently gather evidence that supports (or not) each hypothesis.

The learning hypotheses for Mombasa are:

#### **1. What types of institutions help the urban poor increase their ability to influence decision-making and planning processes that affect them?**

*Hypothesis 1.1:* NGOs that work in partnership with other NGOs and CBOs are open and transparent in their financing and operations. Furthermore, these organizations are committed and structured to strengthen the capacity of urban poor communities to engage in the planning and implementation of investments to improve their living and working conditions.

*Evidence:* Collective actions by NGOs/CBOs that enable urban poor communities to speak with one voice in their dialogue can effectively influence local authorities on decisions that impact their communities.

*Hypothesis 1.2:* CBOs that are staffed by individuals from urban poor communities and/or have a governance structure involving community representatives in their decision-making process.

*Evidence:* Urban poor community priorities are reflected in the agenda of the CBO and their representatives are the voice of the organization.

*Hypothesis 1.3:* NGOs/CBOs that have demonstrated the ability to forge working partnerships with local and national government authorities, challenging government authorities to understand and respect the rights and priorities of their communities, while being willing to partner with local authorities to improve infrastructure and service delivery in their neighborhoods.

*Evidence:* Well-structured and sustained participatory planning and budgeting processes involving representatives of urban poor communities and locally elected leaders



results in improved infrastructure and service delivery in urban poor neighborhoods.

## **2. What types of institutions respond more effectively to targeted capacity building initiatives?**

*Hypothesis 2.1:* Organizations that have solid staff in place, a vision, a proven methodology of community organization, strong leadership and the aspiration to strengthen and expand the impact of their operations, coupled with the desire for outside support in strengthening their capacity.

*Evidence:* Organizations that have demonstrated the above characteristics and are willing to examine their strengths and weaknesses in order to develop strategic plans to achieve their vision.

## **3. What types of capacity building initiatives are effective in helping these organizations improve their ability to serve their constituencies in a streamlined and cost-effective manner?**

*Hypothesis 3.1:* Capacity building initiatives that: 1) build upon the organizations' ongoing programs and activities to expand their impact and strengthen the coherence of effort with other NGOs and CBOs; 2) expose organizations to other organizations' lessons and experiences; 3) strengthen administrative functions to ensure and improve accountability to organization members and donors; and 4) strengthen strategic planning capacity, while drawing to the maximum extent possible on local skills, as well as the expertise of local universities and/or national capacity building organizations.

*Evidence:* Growth and scaling-up of impact and sustainable relationships with local capacity building institutions (e.g. NGOs and CBOs).

## **4. What roles do demographic and political contexts play in the success of capacity building efforts targeting these organizations?**

*Hypothesis 4.1:* Demographic trends in Mombasa were affected by the politically-instigated violence that preceded the 1997 elections in

ways that have left communities (particularly Likoni) less safe and more vulnerable. While the most recent politically instigated violence in Kenya (in late December 2007 and early 2008) was centered in other parts of the country, Mombasa's communities remain somewhat fractured and vulnerable. Given that 28 of Mombasa's 32 councilors were newly elected in December 2007, a new relationship could be forged between the local authority and Mombasa's poor communities with enhanced focus on the poor's priorities.

*Evidence:* Demonstrated political commitment to poverty reduction will be evidenced if Mombasa's newly elected city council responds positively to the opportunity to structure a working relationship with organizations of the urban poor.

## **5. What are the factors for scale and replicability which enable Urbis to be taken to scale or replicated elsewhere?**

*Hypothesis 5.1:* Demonstrated political will (see above), partnerships among CBO/NGOs and



with local and national government authorities, diversification of funding (including mobilizing funding and support from major local private sector employers), local universities engaged in sustaining capacity building of civil society organizations, and government investments targeting improvements in living and working conditions in urban poor communities.

*Evidence:* Successful efforts to scale up poverty reduction initiatives, beyond donor-funded projects, are ultimately dependent on a combination of local private sector investments and government funding, and are sustained by local expertise and leadership.

### **Urbis Diagnostic Summary for Mombasa, Kenya**

Mombasa has enormous unrealized potential. It has the best deepwater harbor in East Africa and is centrally located on a beautiful coastal strip that draws tourists from all over the world. Serving as a maritime trading center since the eleventh century, Mombasa also has a rich cultural history. Despite these attributes, present-day Mombasa has stagnated and is characterized by decaying infrastructure and widespread poverty. Over one-third of its population lives below the poverty line and virtually all of the urban poor live in slums spread across the city with limited access to clean water, sanitation and secure tenure.

As Kenya's second largest city, Mombasa also suffered greatly during the nation's economic downturn in the 1990s. As the site of some of the most violent politically instigated clashes that took place during the country's 1997 elections, the city has also been slow to capture the benefits of the nation's recent economic recovery that began in 2002.

As the economy has rebounded over the last several years and the government has greatly improved its revenue collection, however, the country has taken steps to decentralize and ensure more equitable distribution of the benefits of economic growth. A principle objective

of this new policy is to enhance transparency and accountability for public service delivery by ensuring that funds flow more directly to the local level. The Government of Kenya also aims to ensure that the funds are programmed with the active participation of local communities so that the money is directed towards funding local priorities that contribute to poverty reduction.

As these devolved funding mechanisms are relatively new (2003), and communities are not well organized, some political powerbrokers have found ways to by-pass community involvement in the planning and decision-making regarding the use of these funds. Over the last several years, however, a critical mass of Mombasa's NGOs and CBOs have demonstrated a collective resolve to strengthen the engagement of local communities in this process. While these efforts have realized limited success in improving accountability, there is real scope and a broadly shared interest to strengthen the capacity of these NGOs and urban poor communities engaged in these efforts. Mombasa, therefore, offers a strategic opportunity for Urbis' impact and learning by directly addressing the program's core goal of engaging and integrating the urban poor into their larger municipal communities' formal planning and development processes.

### **Local Authorities**

Mombasa is managed by a municipal authority, the Mombasa Municipal Council (hereinafter the MMC). Mombasa is the main city in the Coast Province, one of eight such administrative regions in the country. It is also the headquarters of Mombasa District, an administrative sub-unit of the province. The district boundaries are co-terminus with those of the municipal authority. The MMC is governed through two arms: the policy (or political) arm and the executive (or administrative) arm. The policy arm is responsible for all policy making in the council, while the executive arm is the implementing organ of the council. The policy arm consists of

26 elected councilors representing each of the 32 wards or election areas. In addition, there are 8 councilors nominated by the elected councilors. Councilors are elected every 5 years during the country's general elections, and the councilors elect a mayor from their ranks.

The legislation governing Local Authority functions is the Local Government Act (LGA).<sup>1</sup> The Act and its subsequent amendments provide for administrative and legal powers, functions and responsibilities of local authorities. It also provides for sources of revenues to finance the council's functions. Local authorities collect revenue from internal sources consisting of a variety of taxes, fees and charges. They also receive resources from the central government through the Local Authorities Transfer Fund (LATF), which has been operational since the 1999/2000 fiscal year. The services provided by local authorities include maintenance of roads, establishment and maintenance of public markets and bus parks as well as the maintenance of housing and social welfare programs.<sup>2</sup>

### ***Urban Conditions and Dynamics***

The 1999 population census showed that Mombasa had a population of just over 665,000 people. This population grew to 745,000 in 2002 and 828,000 in 2006. As in the other principal towns in Kenya, most of this growth is driven by the natural increase of the existing population rather than rural-urban migration.

Estimates from the recent Kenya Household and Budget Survey<sup>3</sup> show that 37.6% of Mombasa's households fall below the poverty line,<sup>4</sup> hardly an improvement over the 38.3% recorded in the Welfare Monitoring Survey of 1997. These poverty indicators contrast sharply with those for Nairobi, where the proportion below the poverty line dropped from 50.2% in 1997 to 21.3% in 2006. Poverty appears more entrenched among women-headed households, with 48.8% of this group below the poverty line.

Virtually all of the urban poor, well over a third of Mombasa's total population, live in more than 55 slums<sup>6</sup> across the city.<sup>7</sup> The poor face stark living conditions in these settlements: a recent survey<sup>8</sup> showed that 73% of respondents draw their water from water kiosks, paying exorbitant prices for water; 58% use pit latrines; and 54% dump rubbish in open areas and drains. Although there is a diversity of land ownership patterns in slum areas, tenure is often insecure, leaving residents with little incentive to invest in their dwellings.

### **Priority Urban Challenge(s) to be addressed by Pro-Poor Organizations (PPO)**

Urbis's capacity building strategy in Mombasa will respond to a number of imperatives to scale up the impact on poverty reduction. The first is the availability of devolved resources in a setting with limited capacity for community programming. As a result, Urbis has an invaluable opportunity to provide capacity building to strengthen community engagement to effectively target available capital funding for urban poverty reduction. The main devolved funds for Mombasa are the Constituency Development Fund and the Local Authority Transfer Fund, totaling about US \$6 million a year and projected to expand. This strategy would also include targeting the several sector-specific devolved funds, including those that support HIV/AIDS programs, roads and education.

The second imperative is that there are a number of CBOs and NGOs operating in Mombasa that, although well-established, are badly in need of capacity building to enable them to broaden their outreach to poor communities. These NGOs have demonstrated their ability to work within their mandates as well as to network with others. Urbis can also draw upon the experience of larger NGOs which have supported capacity building in the CBO/NGO sector in Mombasa, such as Action Aid, as well as the technical capacity of national NGOs,



such as Kituo Cha Sheria, which is developing legal toolkits to support community access to devolved funds.

The third imperative is the weak and fragmented linkage between NGOs and the Municipal Council of Mombasa. Capacitating NGOs to engage with the municipality is critical to poverty alleviation, since the municipal council plays an important role in service delivery, urban planning and management, and regulation. There are essentially two principal capacity gaps that will need to be bridged to address these objectives and thereby enable communities living in poverty to improve their welfare. **The first is to build the capacity of NGOs so that they, in turn, can empower local communities to drive the programming of funds devolved by the central government to the city.** These funds, especially the Constituency Development Fund and the Local Authority Transfer Fund, lie at the core of the government's devolution policy. Fiscal decentralization alone, unaccompanied by adequate programming capacity at the community level, cannot effectively respond to local priorities.

Conversely, building capacity in the absence of capital funds to address local priorities would not yield satisfactory results. Although a number of Mombasa's NGOs have benefited from the support of development partners and bilateral agencies, most of this assistance has been project-based funding. Since support directly targeting the capacity building of these organizations has been limited, much remains to be done. Moreover, the anticipated expansion of devolved funds in 2008, in line with current political aspirations, underlines the pressing and growing concern to empower communities to utilize these resources to address local needs.

**The second capacity gap is the limited coordination of NGO/CBO interventions in the city in engaging with the Municipal Council.**

Investigations have shown that this situation has not always been the case. In the late 1990s, a DFID-funded program, PAMNUP,<sup>9</sup> hosted the NGO Forum, an institutional mechanism that enabled NGOs to: (a) coordinate their work and thus reduce overlaps and other inefficiencies; and (b) increase their voice and therefore more effectively engage with the Mombasa Municipal Council and other stakeholders. This coordinating function, although later taken over by Action Aid for a limited period, has not been supported in recent years. Coordination presently focuses on issue-based activities, with NGOs in the same line of work forming coalitions and networks to address common issues. Whilst this arrangement appears to be working, it leaves NGOs without a joint mechanism for engaging with the Mombasa City Council and other service providers.

Potential constraints:

- Urbis will limit initial capacity building activities to one of Mombasa's four constituencies, specifically Kisauni constituency. This approach carries some risks, but should provide a viable option without losing the opportunity to go to scale.
- Initially, Urbis will have limited knowledge or capacity to support inter-NGO coordination. Drawing together a large number

of diverse NGOs, desirable as this might be even in one constituency, is a difficult undertaking.

- Kenyan experience shows that the creation of stakeholder forums in the larger towns for structured engagement with municipal councils is a complex task.

## Action Plan for Addressing Capacity Needs of PPO

Urbis' capacity building strategy in Mombasa aims to strengthen the engagement of poor communities to effectively target readily available capital funding for poverty reduction. The assumption is that the efficient delivery of public services, including infrastructure, financed by devolved funding mechanisms will help to achieve this goal. The challenge is that, despite legislation and regulations requiring public participation in setting priorities for and programming the use of these funds, the decision-making processes are in many cases opaque and may be open to patronage and favoritism.

Urbis seeks to tackle this by addressing two principal capacity gaps:

- 1. Strengthening the capacity of NGOs and CBOs to empower communities, made up of largely urban poor residents, to have the information, organization and technical support to enable them to exercise their rights to participate fully.**
- 2. To support collective stakeholder engagement with the Mombasa Municipal Council by helping to promote, with both NGOs/CBOs and the Council, a stakeholders' forum that would provide the opportunity for residents and the private sector to engage with the Municipal Council on a regular and sustained basis.**

Urbis' strategy to empower communities will entail parallel actions on several coordinated fronts:

### *With Communities*

- Developing a careful process of supporting community mobilization in their selection of leaders and in forming committees (or working with existing committees).
- Providing urban poor residents with information on the processes for allocating devolved funds and on their rights in this respect, e.g. the local authority budgeting process.
- Facilitating events to promote effective mechanisms to sustain engagement with elected representatives and officials, such as the residents' forum. This forum has been successful in Malindi and has also helped increase council revenue.

### *With Elected Officials and Professional Officers*

- To some extent, meaningful public participation requires receptive political will, and since 28 out of the 32 newly elected councilors are first timers there is potential to capture their interest and support early in their tenures.
- Engaging with (particularly) councilors to seek their support.
- Working with supportive council staff, including the Deputy Town Clerk.

### *Working at the Policy Level*

- Engaging at the policy level when, for example, existing legislation is seen to be adverse to genuine participation.
- Seeking the proper application of regulations guiding, for example, participation in LATF and CDF programming and budgeting processes.

Experience has shown that the Council and other official bodies have to be engaged. They deliver the majority of urban services and they have the power to block initiatives. Local

authorities can, however, be responsive to a combination of pressure and incentives. Pressure can be best applied through informing and educating communities through their respective initiatives, as well as by making information public. Politicians (local and national) can be attracted by the possibility of delivering to their electorate.

## Capacity Building Needs of the PPO

Urbis will take an inclusive approach to networking and building capacity in Mombasa, since realizing greater synergy among NGO/CBO activities will be a critical factor in scaling up their impact on poverty reduction city-wide. Urbis activities have been conceived to build upon and further strengthen the positive experience between NGOs and CBOs already working together in Mombasa.

Initially, Urbis will have three partners in Mombasa:

- **Kituo Cha Sheria (KCS)** will serve as DIG's implementing partner in strengthening the capacity of local CBOs in Kisauni constituency.
- **Matrix Consulting Firm** will provide short term assistance with logistics and monitoring of activities.
- **Coast Development Lobby Group (CDLG)**

### Overview of Kituo Cha Sheria

Kituo is a national NGO that provides legal awareness training and legal representation to the poor particularly in the areas of housing, land, labor and governance. It has been in operation for 35 years and is the oldest free legal advice center in Kenya. The organization's headquarters is in Nairobi, but it has a well-established branch office in Mombasa that serves the Coast Province. "Kituo Cha Sheria" is Swahili for Legal Advice Center. The mission of Kituo Cha Sheria is "to work with the people of

Kenya to respect, promote, demand and access human rights in pursuit of a just and equitable society."

The organization carries out this mission through two core programs: a legal aid program and a community advocacy, governance and community partnership program. The legal aid program provides free legal advice and, where required, legal representation at a highly subsidized rates (a one-time fee of KSh 50) to members of the community. The advocacy program involves working with communities to raise awareness of their legal rights primarily in the areas of land ownership and questions of security of tenure and management of devolved funds. Unlike many of the other organizations profiled, Kituo does not restrict itself to the two primary funds, CDF and LATF but its program covers the entire range of devolved funds (13 in total). To this end, the organization has worked with local NGOs and CBOs to establish "Devolved Funds Monitoring Committees." Mombasa's four constituencies serve as shadow committees to the government's Constituency Development Committees (which are subject to influence by special interests). Kituo is also preparing a devolved funds monitoring kit and has sponsored a private members bill in Parliament seeking to amend the provisions of the CDF Act to reduce the opportunity for Members of Parliament to by-pass community stakeholders in setting priorities for and monitoring the use of CDF funding.

The organization has a seven-member board of governors and a 25-member secretariat. It also has a volunteer advocates' scheme consisting of 500 practicing lawyers nationwide with 50 volunteers in Mombasa district. The Mombasa branch office has seven full time staff, four of whom are lawyers. The organization pursues its grassroots initiatives through local CBOs and NGOs, including CDLG, Ujamaa Center and Ilishe Trust, among others. Kituo also uses its well-established research capacity to support building the capacity of these local

organizations and to strengthen their impact on government policies. The communities it works with include squatter communities, Export Processing Zone (EPZ) workers, tenants and commercial sex workers.

The organization's core funding for its Mombasa program is from two primary sources—the German NGO, Misereor International, and the Danish development agency, Danida. Other donor funding for specific projects comes from UNHCR and CIDA's Marginal Justice Program.

### **Overview of Coast Development Lobby Group (CDLG)**

The Coast Development Lobby Group (CDLG) is a democracy and governance advocacy organization that advocates for improved governance through increased citizen participation for more transparent and accountable systems. It was registered in 2003 as a community based organization (CBO), although it reports to be currently formalizing its registration as an NGO. CDLG's substantive area of focus is advocacy for transparency and accountability in the management of devolved funds, particularly the Local Authority Transfer Fund (LATF). The organization also serves in a watchdog role in the assessment, monitoring and evaluation of LATF-funded development projects derived from community priorities and implemented in accordance with the Local Authority Service Delivery Action Plan (LASDAP). CDLG also provides capacity building for community groups and creates networks in order to integrate community participation in development activities. CDLG's current activities include:

- Implementation of a program on Strengthening Community Accountability Support Structures to effectively participate in the management of LATF-funded projects through the LASDAP process, funded by PACT Kenya via USAID's Kenya Civil Society Strengthening program.

- Consortium member and advocacy partner with Ilishe Trust, Ujamaa Center and others in implementation of the Citizen's Report Card on Water and Sanitation in Mombasa, funded by the World Bank.
- Coalition member with other CBOs and NGOs in Mombasa on "90 days campaign" to demand the release of the report of the Task Force on Landless and Squatters compiled by the Government in December 2005, but still not released (funded by Kituo Cha Sheria).

CDLG is a membership organization whose members are drawn from all 32 wards in the Mombasa district. The communities they work with include squatters, street families, the handicapped, street traders and people living with HIV/AIDS. CDLG's governance structure includes a General Assembly, an Executive Committee and a Board of Directors. The General Assembly is made up of 56 representatives drawn from all ward in the Mombasa district and 13 elected executive committee members. It normally meets monthly and annually elects the new officials including the executive committee and Board of Directors. CDLG has a secretariat of 2 members who are full-time employees.

CDLG relies entirely on donor funding. Its current activities are funded through the above-cited USAID Kenya Civil Society Strengthening Program grant for strengthening community structures to monitor LATF in Mombasa district (KSh 2.6 million). In the recent past, it has benefited from support from Action Aid and the Kenya Human Rights Commission, among others. Despite CDLG's strategic focus and commendable record working in partnership with other CBOs and NGOs in Mombasa, the organization is currently facing a number of challenges.

## Technical Capacity

Urbis, via NGO Kituo Cha Sheria, will assist to further strengthen the capacity of CDLG and other CBOs in Kisauni constituency as follows:

- Strengthen CDLG's capacity to empower communities' to prepare and implement Community Priority Action Plans (CAPs) in Kisauni that are feasible and reflect local priorities.
- Help Kisauni CBOs develop a broad understanding of community resources and devolved funds specifically.
- Develop and benchmark CBO competencies as a means of supporting the implementation, monitoring and evaluation of CAPs. Competencies at this level will also focus on the promotion of governance to ensure that CBOs are driven by community members and that they are democratic, accountable and goal-oriented.
- Engage with the Mombasa Municipal Council, the central government and other key stakeholders (including local universities and the business community).

Urbis will support capacity building activities to strengthen CBOs (with an initial focus on CDLG), including public information campaigns related to the devolved funds, training CBO leaders and members, organizing meetings such as citizen's barazas (public meetings). Kituo Cha Sheria will initially need some capacity building as well (to be facilitated by a Kenyan consultant company) but to a considerable degree has the capacity to serve as an Urbis implementing partner. Ultimately, NGOs and CBOs will need assistance in facilitating collaboration with universities based in Mombasa and DIG will provide this support. Technical assistance to develop the necessary competencies will take different forms, designed to meet the specific needs of the target organizations, including training, study tours, and improving support systems.

## Organizational Capacity

Urbis' assistance to build organizational capacity will be a phased approach. CDLG currently receives substantial organizational capacity building from PACT Kenya (via USAID funding). This training has focused on financial, human resources, and internal governance issues. PACT Kenya has recently renewed their grant to CDLG and is currently preparing an updated "Organizational Capacity Assessment Report." DIG will coordinate directly with PACT Kenya to ensure that respective organizational capacity building activities are in synch, such as:

- Focusing on the leadership and direction of the selected NGOs, drawing a distinction between the responsibilities of the board, on the one hand, and of management, on the other.
- Clearly articulating their vision, mission and goals that are shared by all.
- Improving credibility to their stakeholders, especially the municipal government and business community.
- Developing communication strategies for promoting dialogue with communities, on the one hand, and the Municipal Council, on the other.

## Summarize the Type of Capacity Building, Costs, Providers, etc.

The main tools used by the Urbis team to support the growth and capacity of pro-poor organizations are:

- **Expert Technical Assistance (Expert TA).** Either national or international assistance and typically of a short-term nature.
- **Training of members of the pro-poor organizations (Training).** This training can be delivered by local or international trainers. Training will develop specific competencies needed by the organization or its staff members. Classic training develops the

knowledge, skills and/or attitudes of the participants. Adult training methodologies will be applied, including experiential learning when possible.

- **Study tours (Study Tours).** This method is also referred to as peer to peer exchanges, and usually entails sending a multi-disciplinary team from one city to another, in the same country or abroad, to learn about a successful model and try to replicate aspects of that model back home.
- **Long-term sustainable on-site technical assistance (SOSTA).** This type of assistance is primarily aimed at incorporating new staff, contributing new technical or organizational competencies.
- **Resident advisor (Resident Advisor).** In some cases, Urbis may chose to send an expatriate representative of Urbis for six months or more to provide mentoring, training, oversight and monitoring and evaluation support

## Notes

1. Cap 265 of the Laws of Kenya.
2. Draft report for the World Bank UNHABITAT Rapid Urban Study Profile Conducted in September 2007.
3. National Bureau of Statistics (2007). Kenya Integrated Household and Budget Survey (KIHBS).
4. The urban income poverty line in KIHBS was defined as KSh 2,913 per person per month, or about USD 44.
5. This is a provisional figure from the Kenya Integrated Household and Budget Survey and should be treated with caution as final results from the survey are yet to be published.
6. Boyd, G. (2001) "Guidelines for a Poverty Focused Service." Report prepared as part of a DFID-funded program PAMNUP.
7. Whereas the poor are concentrated in slums, not everybody who lives there is poor, indeed close to half of Mombasa's total population lives in informal settlements.
8. "Citizen's report Card on Urban Water, Sanitation and Solid waste Services in Kenya: Summary of Results from Mombasa" (2006).
9. Participatory Approaches to meeting the Needs of the Urban Poor.

## Summary Chart of the Urbis Capacity Building Plan— May 2008–May 2009

Outcome	Output	Activities	Time Frame	Resources
Initial Start up		<p>Sign 12-month implementation contract with Kituo Cha Sheria 2008</p> <p>Orientation of Kituo Cha Sheria Project Coordinator in Mombasa</p> <p>Sign MOU with Coast Development Lobby Group (CDLG)</p> <p>Finalization of initial technical assistance from consultant for 2–3 months start (e.g. Matrix)</p>	Early May–early June	12-month salary for KCS Project Coordinator; finalization of SOW of KCS and Matrix for initial technical inputs.
Strengthening capacity of NGOs and CBOs to participate in planning and programming of devolved funds	Enhancing awareness of devolved funds and urban poor's rights to participate in urban governance	<p>Finalization of devolved funds information tool kit</p> <ul style="list-style-type: none"> <li>• Publication of tool kit—3,000 copies</li> <li>• Dissemination of tool kit in urban poor wards of Kisauni with CBOs</li> </ul>	By June 30, 2008	Hiring of Kenya Consultant (via KCS); Printing copies of tool kit (via KCS).
		<p>Awareness workshops on roles and functions of municipalities; responsibilities of citizens; and maintenance of municipal services.</p>	By June 30, 2008	Workshop logistical costs
Building capacity of NGOs and CBOs for effective planning and programming in devolved governance		<p>Hold consultative meetings with the key leaders of CBOs within Kisauni:</p> <ul style="list-style-type: none"> <li>• Familiarize with project and agree on implementation modalities and roles</li> <li>• Identify potential focal points</li> <li>• Develop criteria for selection of facilitators for Community Priority Action Planning</li> </ul>	Within 30 days of signing contract with KCS	Meeting logistical costs
		<p>Recruitment and 2–3 days training (TOT) of community based facilitators on Community Priority Action Plans resources and priorities; Action Planning.</p>	By June 30, 2008	Workshop logistical costs
		<p>2-days training of the CBO leaders' Community Action Plans of community needs, resources and priorities; conducting socio-economic and physical surveys; action planning.</p>	By June 30, 2008	Training logistical costs

(continued)

## Summary Chart of the Urbis Capacity Building Plan (Continued)

Outcome	Output	Activities	Time Frame	Resources
Strengthening capacity of NGOs and CBOs to participate in planning and programming of devolved funds <i>(continued from previous page)</i>	Building capacity of NGOs and CBOs for effective planning and programming in devolved governance <i>(continued from previous page)</i>	Developed Community Priority Action Plans for Kisauni urban poor wards.	By July 31, 2008	Workshop logistical costs
		Workshop to build consensus on and validate action plans with Kisauni CBOs	By August 31, 2008	Workshop logistical costs
		Link CBOs with local Mombasa universities	By August 31, 2008	DIG consultant fees and travel costs to Kenya
		Training workshops on municipal budget process; and pro-poor participatory planning and budgeting for Kisauni CBOs	By November 30, 2008	Workshop logistical costs
Support collective stakeholder engagement with the Mombasa Municipal Council	Joint peer exchange for experience sharing	Peer exchange visit to Malindi Municipal Council (up to 32 Councilors; 11 Community representatives; 3 Chief Council Officers);  2 private sector reps; 3 provincial admin reps; 4 CBO reps)	By July 30, 2008	Transportation; meals and accommodation; participants' allowances, DIG to hire facilitator (potentially Matrix)
		Workshops with Council LASDAP desk and chief officers to present and discuss Community Priority Action Plans and council budgets.	By September 30, 2008	Workshop and transportation costs
		Constituency stakeholder forum to establish joint framework of community engagement with the Council; discuss by-laws and devolved funds.	November 2008– March 2009	Forum logistical expenses

